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AUTHOR Stull, James B.; Von Till, Beth
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ABSTRACT

A study measured student agreement or disagreement with statements related to G. Hofstede's dimensions of culture and compares those responses with various cultural characteristics of the respondents. A 40-item Likert-type questionnaire was administered to 535 university students (301 females, 234 males) enrolled in business and communication studies classes (Spring 1992 through Spring 1993) at San Jose State University. The questionnaire compared their responses to items reflecting Hofstede's dimensions of national culture (power distance, uncertainty avoidance, individualism/collectivism, and masculinity/femininity) with birthplace, number of family generations born in the United States, languages spoken, culture identified with, exposure through living in another culture, travel, and academic study of culture. Results indicated that: (1) both males and females agreed with statements representing all variables except high power distance, where both groups disagreed; (2) significant differences were found in five of the eight variables between those respondents living in the United States more than 20 years and those respondents falling into other groups; (3) significant differences were found in every category regarding birthplace; (4) those raised in the United States agreed more with individualism statements than those raised elsewhere; (5) students who spoke a language other than English at home agreed with students who did speak English at home in many statement categories; and (6) those with a course in cross-cultural relations agreed less with collectivism statements than those without such a course. Findings suggest that students appear to posses the skills necessary for survival in the corporate world. (The Von Till-Stull Attitude Survey, and 13 tables of data are attached.) (RS)

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Hofstede's Dimensions of Culture as Measurements of Student Ethnocentrism: A Quasi-experimental Study

by

James B. Stull, Ph. D.
Department of Marketing and Quantitative Studies

and

Beth Von Till, M. A.
Department of Communication Studies

San Jose State University
One Washington Square
San Jose, CA 95192-0069

Western States Communication Association
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Hofstede's Dimensions of Culture as Indicators of Student Ethnocentrism: A Quasi-experimental Study

Abstract

A 40-item, Likert-type questionnaire was administered to 535 university students. The questionnaire was designed to compare their responses to items reflecting Hofstede's dimensions of national culture (power distance, uncertainty avoidance, individualism, and masculinity) with birthplace, number of family generations born in the U.S., languages spoken, culture identified with, exposure through living in another culture, travel, and academic study of cultures.

Stull and Von Till (1984) presented a theoretical foundation for using Hofstede's dimensions of culture as indicators of ethnocentrism; the VonTill-Stull Attitude Survey, designed to measure student agreement or disagreement with statements related to Hofstede's dimensions and compare those responses with various cultural characteristics of the respondents; and preliminary results of the data collected.

This paper updates the findings, focusing more on the analysis of the data.

Methodology

Subjects

Subjects for this study were 535 students from San Jose State University enrolled in business and communication studies classes from the Spring 1992 through Spring 1993 semesters.

Dependent Variables

The dependent variables selected for this research come from Hofstede's (1980) massive study of the international differences in work-related values. Hofstede compared nations in terms of **power distance, uncertainty avoidance, individualism, and masculinity.**

Power Distance is the inequality of people because of prestige, wealth and power.

Uncertainty Avoidance is how people behave in ambiguous, unstructured situations.

Individualism/Collectivism is a culture's tendency to reward behavior that promotes individuals or groups.

Masculinity/Femininity is a culture's tendency to be characterized slightly more by assertiveness, advancement, and earnings (masculine) or nurturing, interpersonal sensitivity, and orientation to service and physical environment (feminine).

It was hypothesized that subjects' responses to items measuring attitudes toward these dependent variables would vary depending upon personal characteristics, this study's independent variables.

Independent Variables.

The independent variables in this research include gender, length of time lived in the United States, birthplace, where raised, where lived, where traveled, generation in the United States, languages spoken, cultures itentified with, and completion of courses emphasizing cross-cultural relations.

Questionnaire.

The questionnaire contained 40-items and a Likert-type scale (1 = strongly agree; 5 = strongly disagree). Statements were constructed to fit Hofstede's (1980) four dimensions of national culture.

Individualism/Collectivism

Questionnaire items 5, 13, 21, 25, and 33 were designed to measure individualism. "Individualists" would agree; "collectivists" would disagree.

5. If an individual thinks of a different way to perform a task, that person should be encouraged to do it that way.
13. It is important that people have lots of free time to pursue heir own interests.
21. When children become 21 years of age, they should be encouraged to move away from home.
25. It is important that I receive individual recognition at work.
33. When I work on group projects, it is important for me to be the leader.

Items 1, 9, 17, 29, and 37 were designed to measure collectivism. "Collectivists" would agree; "individualists" would disagree.

1. It is important that people conform to company norms in

order to reach company goals.

9. I would always cooperate to keep group harmony
17. Parents have the right to choose the spouse for their children.
29. If I were given a large sum of money, I would share it equally with members of my family.
37. When working on a project, I would rather work as a group member than as an individual.

Avoidance of Uncertainty

Items 2, 10, 18, 30, and 38 were designed to measure one's tendency to avoid uncertainty. "Low-risk-takers" would agree; "risk-takers" would disagree.

2. It is important to me to plan for the future very carefully
10. Company rules are always to be followed.
18. A manager must be an expert in the field in which he or she manages.
30. Managers and bosses should be selected on the basis of seniority.
38. Employees should remain with one employer for life.

Items 6, 14, 22, 26, and 34 were designed to measure one's tendency to take risks. "Risk-takers" would agree; "Low-risk-takers" would disagree.

6. I enjoy taking risks.
14. Organizational conflict is healthy.
22. I can achieve anything I set out to achieve.
26. Change in my life is important to me.
34. It is important to be flexible during negotiations.

Power Distance

Items 3, 15, 23, 27, and 31 were designed to measure one's tendency to maintain power distance. People who maximize power distance would agree; those who don't would disagree.

3. The eldest male should be the head of the household.
15. Employees should not talk to their bosses about personal matters.
23. Power and wealth are evil.
27. It is important for managers to make all decisions.
31. It is important that bosses closely supervise their employees.

Items 7, 11, 19, 35, and 39 were designed to measure one's tendency to minimize power distance. Those who minimize power distance would agree; Those who don't would disagree.

7. Employees should participate in company decision-making.
11. It is all right for employees to disagree openly with their bosses.
19. It is all right for employees to call their bosses by their first names.
35. It is important for me to be able to work independently.
39. I like to trust and to cooperate with other people.

Masculinity/Femininity

Items 4, 16, 20, 24, and 36 were designed to measure the masculine perspective. Those with a masculine perspective would agree; those with a feminine perspective would disagree.

4. It is very important for me to receive recognition for my work.
16. It is more important to me to be paid well than to have a close relationship with my boss.
20. It is important for me to keep my work life separate from my private life.
24. The most important things to my career are a good salary and a job that I do well and like.
36. People must learn to make their own way in this world.

Items 8, 12, 28, 32, and 40 were designed to measure the feminine perspective. Someone with a feminine perspective would agree; someone with a masculine perspective would disagree.

8. My job is only one of many parts of my life.
12. I would rather work for a small company than a big one.
28. It is important to shake hands before all business interactions.
32. It is important to finish one interaction before rushing off to another.
40. People will achieve organizational goals without being pushed.

Research Questions

Q1 Will subjects who were born in a country other than the United States who live in the United States show degrees of ethnocentrism that correlate with the amount of time lived in the United States?

Q2 Will subjects who have taken a class emphasizing cross-cultural relations show less ethnocentrism than those who have not?

Q3 Will subjects who have traveled to other cultures show less ethnocentrism than those who have not?

Q4 Will subjects who have lived in more than one culture show less ethnocentrism than those who have not?

Q5 Will subjects who were born in another culture show less ethnocentrism than those who were not?

Q6 Will subjects who were raised in another culture show less ethnocentrism than those who were not?

Q7 Will subjects who identify with another culture show less ethnocentrism than those who do not?

Q8 Will subjects who speak more than one language show less ethnocentrism than those who do not?

Q9 Will males and females differ on the masculinity variable?

Statistical Analysis

An Analysis of variance (ANOVA) was performed on items 41 through 50 to determine any statistical significance of subjects' discrimination among responses. A *post hoc* Scheffé test was performed on multiple-response items 42 (number of years subject has lived in the United States) and 44 (which family generation subject is of those living in the United States) to pinpoint which groups discriminated more than others. A Pearson *r* was calculated on all dependent variables to determine whether an inverse correlation existed between responses to "opposite" or bipolar items. All statistical applications came from the Statistical Package for the Social Sciences (SPSS).

Findings

The statistical analysis indicated that subject groups did, in fact, discriminate among items. Data are presented by group within each independent variable.

Gender

Subjects included 301 females and 234 males. While females and males scored differently on all dependent variables, three variables showed statistically significant differences ($p \leq .05$). Females scored higher than males on collectivism, suggesting that they agree less with the questionnaire items than males do. Females also scored higher on high power distance and lower on low power distance, suggesting they disagree more than males with the high power items and agree more than males do with low power items (Table 1).

Years Lived in United States

Subjects included 4 students who lived in the United States less than one year, 18 who lived here one year or longer but fewer than three years, 137 who lived here three years or longer but fewer than ten years, 130 who lived here ten years or longer but fewer than 20 years, and 245 who lived here more than 20 years.

Subject groups discriminated among response choices on all items, with statistically significant differences on collectivism, low risk taking, high risk taking, high power distance, low power distance, and femininity (Table 2) A *post hoc* Scheffé test indicated that statistically significant differences ($p \leq .05$) existed primarily between those who had been here greater than 20 years and those living here less than 20 years (Table 2.1). Those living here longest disagreed with collectivism and low risk taking while the other subject groups scored on the agree side of the scale. Those living here longest disagreed more with high power distance items than other subject groups. They agreed more with low power distance items than those living here three years or longer but fewer than ten years. They also agreed less with femininity items than those living here ten years or longer but fewer than 20 years.

Birthplace

Only 525 students indicated whether they were born inside or outside the United States. Of those, 233 were born in the United States; 292 were born outside, representing 50 countries and territories (with one student calling Africa his birthplace). Respondents discriminated among responses, with statistically significant differences in every category (Table 3). Those born outside the United States agreed less than those born inside on individualism ($p \leq .05$). Those born inside disagreed more with collectivism, low risk taking, and high power distance items than those born outside ($p \leq .001$). In fact, on collectivism items those born outside the U.S. agreed. Insiders agreed more with high risk taking items than outsiders ($p \leq .001$). Outsiders agreed less with low power distance items than insiders ($p \leq .01$). Insiders agreed less with masculinity and femininity items than outsiders ($p \leq .01$).

Generation Born in U.S.

The 250 students born in the United States discriminated on all items (Table 4), with statistically significant differences ($p \leq .05$) indicated by a *post hoc* Scheffé test (Table 4.1). Those with both parents born in the U.S. disagreed with the items, while those who were first generation born here or who had only one parent born here agreed. Those whose grandparents were born here also disagreed, while those of first generation and one parent groups agreed. Those with both parents born here disagreed with low risk

taking items while first generation students agreed. Those with grandparents born here also disagreed with the items, while first generation students agreed.

Raised Inside or Ouside the U.S.

Out of 534 students who answered this item, 289 were raised in the United States, and 235 were raised outside, representing 49 countries and territories (with one student reporting having been raised in "about ten" countries. Responses indicated discrimination in all categories (Table 5), with significant differences in several. Those raised in the U.S. agreed significantly more ($p \leq .01$) with items measuring individualism than students raised elsewhere. Those raised in the U.S. disagreed with collectivism items, while those raised elsewhere agreed ($p \leq .001$). Those raised in the U.S. disagreed with low risk items, while those raised elsewhere agreed ($p \leq .001$). Both groups agreed with high risk taking items, with U.S.-raised subjects agreeing more ($p \leq .001$). Both groups disagreed with high power distance items, with U.S.-raised subjects disagreeing more ($p \leq .001$). Both groups agreed with low power distance items, with U.S.-raised subjects agreeing more ($p \leq .01$).

Lived Inside or Outside the U.S.

Of the 535 subjects, 218 indicated they had lived only in the United States, while 304 had lived in one or more of 65 other countries. Some subjects didn't respond to this item. Subject groups discriminated among response choices in all categories, with statistically significant findings in five (Table 6). Those living only in the U.S. agreed more on individualism items than those living elsewhere ($p. \leq .01$). Those living only in the U.S. disagreed with collectivism items, while those living elsewhere agreed with those items ($p \leq .001$). Subjects living only in the U.S. disagreed with low risk items, while those living elsewhere agreed ($p \leq .001$). Both groups disagreed with high power distance items, with those living only in the U.S. disagreeing more ($p \leq .001$). Both groups agreed with femininity items, with those living only in the U.S. agreeing more ($p \leq .05$).

Traveled Outside the U.S.

Of the 535 subjects, 388 reported having traveled outside the U.S., while 146 indicated they had not. One person did not respond to this item. Nearly every country in the world was represented, with Mexico and Canada receiving the most responses. Only one category showed significant differences in responses (Table 7). Subjects who traveled outside the U.S. agreed more with high risk taking items than those who had not ($p \leq .001$).

Speak Language Other than English at Home

Of the 535 subjects, 332 reported speaking a language other than English (LOTE) at home, while 201 speak English at home. Fifty LOTEs were reported. Two subjects did not respond to this item. Subjects discriminated among all responses, with statistically significant differences showing in several categories (Table 8). Those speaking a LOTE agreed with collectivism items, while those speaking only English disagreed with those items ($p \leq .001$). Those speaking a LOTE agreed with low risk taking items, while those speaking only English disagreed ($p \leq .001$). Both groups agreed with high risk taking items, with those speaking only English agreeing more ($p \leq .01$). Both groups disagreed with high power distance items, with subjects speaking only English disagreeing more ($p \leq .001$). Both groups agreed with masculinity and femininity items with those speaking a LOTE agreeing more on both ($p \leq .01$).

Identifying with a Culture Besides the U.S.

Of the 535 subjects, 359 identify with another culture besides that of the U.S., while 162 identify with the U.S. Fourteen subjects did not respond to this item. Subjects discriminated among all responses choices, with statistically significant differences in several categories (Table 9). Those identifying with another culture agreed with collectivism items, while those identifying with the U.S. culture disagreed ($p \leq .001$). Those identifying with another culture agreed on low risk taking items, while those identifying with the U.S. culture disagreed ($p \leq .001$). Both groups disagreed with high power distance items, with those identifying with the U.S. culture disagreeing more ($p \leq .001$). Both groups agreed with masculinity and femininity items, with those identifying with another culture agreeing more with masculinity ($p \leq .05$) and femininity ($p \leq .001$).

Took Courses Emphasizing Cross-cultural Relations

Of the 535 subjects, 318 had taken courses emphasizing cross-cultural relations, while 213 had not. Four students did not respond. Over 125 courses were reported as emphasizing cross-cultural relations. Several statistically significant differences were found (Table 10). Both groups agreed with collectivism items, with those not taking courses agreeing more ($p \leq .01$). Both groups agreed with low risk taking items, with those not taking courses agreeing more ($p \leq .001$). Both groups agreed on high risk taking items, with those taking courses agreeing more ($p \leq .05$). Both groups disagreed with high power distance items, with those taking courses disagreeing more ($p \leq .01$).

Correlation Coefficients

While the data did not support the notion that responses on bipolar variables would result in negative correlations, some findings merit

reporting here (Table 11). One statistically significant negative correlation was found between high power distance and low power distance items ($p \leq .05$). Negative correlations emerged between individualism and collectivism and between low risk taking and high risk taking, but not at a statistically significant level.

Discussion

Gender

Hofstede (1980) states, "we cannot speak of 'Individualism' as being systematically better linked to the male or to the female role" (p. 223). Male and female responses did not differ significantly, although males agreed more than females with individualism items. However, males agreed significantly more than females with collectivism items ($p \leq .05$), although their scores were both near the midpoint on the scale. Hofstede reports that women scored interpersonal/collectivist aspects (p. 261), "friendly atmosphere" and "cooperation" (p. 274) as more important to job satisfaction than males did. This study does not support those findings.

No significant differences existed between males and females on uncertainty avoidance/risk taking scores, although females agreed more with low risk items and males with high risk items. Hofstede's study also reported no significant difference between males' and females' scores on uncertainty avoidance items.

Females disagreed more with high power distance items than males ($p \leq .05$), and agreed more with low power distance items than males ($p \leq .05$). Hofstede declined to conclude anything significant regarding gender differences, although the study did result in some. For example, females showed less preference for a consultative manager. The current study differs from Hofstede's on overall scores. Is this because Hofstede studied managers from one company while this study looked at students?

Intuitively, it would appear if differences were to emerge by gender, they would show up between masculinity and femininity items. However, no significant differences were found. Ironically, females did agree more with masculinity items and males agreed more with femininity items.

Overall, both males and females agreed with statements representing all variables except high power distance, where both groups disagreed.

Years Lived in U.S.

Statistically significant differences were found in five of the eight variables between those respondents living in the U.S. more than twenty

years and those respondents falling into other groups. A safe generalization might be that the length of time one spends in a culture affects one's perceptions of what is right or wrong.

With nearly every variable, those living in the U.S. greater than twenty years scored higher or lower than most groups, although some were not statistically significant. All groups agreed with statements representing individualism, high risk taking, low power distance, masculinity and femininity. All groups agreed with statements representing collectivism and low risk taking except those living in the U.S. more than twenty years. All groups disagreed with statements representing high power distance.

Birthplace

Statistically significant differences were found in every category. Those born in the U.S. agreed more with individualism statements ($p \leq .05$) than those born elsewhere. Those born in the U.S. disagreed with collectivism statements while those born elsewhere tended to agree ($p \leq .001$). This is consistent with Hofstede's findings that the U.S. is the most individualistic country (1980, p. 222).

Those born in the U.S. disagreed more with low risk taking statements while those born elsewhere tended to agree ($p \leq .001$). Those born in the U.S. agreed more with high risk taking statements than those born elsewhere ($p \leq .001$). This is consistent with Hofstede's uncertainty avoidance index (1980, p. 165). The U.S. is considered to be a country where people are more likely to take chances. What is interesting to note, however, is that those born elsewhere also agreed with high risk taking, suggesting that those who leave their homelands to live and study somewhere else are risk takers.

Those born in the U.S. disagreed more with high power distance statements than did those born elsewhere ($p \leq .001$). The U.S. ranked relatively low on Hofstede's power distance index (1980, p. 104). Once again, it is interesting to note that those born elsewhere also disagreed with high power distance statements. This could certainly lead to many interpretations, the most obvious being (1) people who live in high power distance cultures don't necessarily agree with high power distance, and (2) those who live in high power distance cultures may find ways to leave those cultures to find a culture that gives them more access to authority.

Those born in the U.S. agreed less with both masculinity and femininity statements than those born elsewhere ($p \leq .01$). Hofstede's study placed the U.S. toward the high end of the masculinity index (1980, p. 279) although the only data available for this index was from occupations filled by men. Perhaps, because the U. S. has been going through changes in the role

expectations of males and females, ambiguity and no definite direction of results can be expected.

Overall, respondents born in the U.S. and those born outside the U.S. agreed with statements representing individualism, high risk taking, low power distance, masculinity and femininity. Those born in the U.S. disagreed with statements representing collectivism and low risk taking, while those born outside the U.S. tended to agree. Both groups disagreed with statements representing high power distance.

Birthplace

As with number of years lived in the United States, which generation is living here also seems to impact scores on our questionnaire. Statistically significant differences only occurred with two variables. Those respondents who had grandparents or both parents who were born in the United States disagreed with collectivism statements while those who were first generation or who had just one parent born here tended to agree ($p \leq .05$).

Again, those with grandparents or both parents born in the U.S. disagreed with low risk taking statements more than those with just one parent born here. First generation respondents tended to agree with low risk taking statements, although the responses were very close to midpoint on the scale.

Overall, all groups agreed with statements representing individualism, high risk taking, low power distance, masculinity and feminity. Those who were first generation born or who had one parent born in the U.S. tended to agree with statements representing collectivism, while those with both parents or grandparents born in the U.S. tended to disagree. Those respondents who were first generation born in the U.S. tended to agree with statements representing low risk taking, while all other groups tended to disagree. All groups disagreed with statements representing high power distance.

Where Raised

Those raised in the U.S. agreed more with individualism statements that those raised elsewhere ($p \leq .01$). Conversely, they tended to disagree with collectivism statements, while those raised elsewhere tended to agree ($p \leq .001$). This is consistent with Hofstede's findings.

Those raised in the U.S. disagreed with low risk taking statements, while those raised elsewhere agreed ($p \leq .001$). Those raised in the U.S. agreed more with high risk taking items than those raised elsewhere ($p \leq .001$). Again, these findings are consistent with Hofstede's.

Those raised in the U.S. disagreed more with high power distance items than those born elsewhere ($p \leq .001$). Those raised in the U.S. agreed more with low power distance statements than those born elsewhere ($p \leq .01$). This is consistent with Hofstede's results.

No statistically significant differences were found on the masculinity and femininity items.

Overall, both groups agreed with statements representing individualism, high risk taking, low power distance, masculinity and femininity. Those raised elsewhere agreed with statements representing collectivism and low risk taking, while those raised in the U.S. disagreed. Both groups disagreed with statements representing high power distance.

Where Lived

Respondents living only in the U.S. agreed more with individualism statements than those who had lived elsewhere ($p \leq .01$). Those living in the U.S. only disagreed with collectivism statements, while those living elsewhere agreed ($p \leq .001$).

Those living only in the U.S. disagreed with low risk taking statements, while those living elsewhere agreed ($p \leq .001$).

Those living only in the U.S. disagreed more with high power distance items than those living elsewhere ($p \leq .001$).

Those living elsewhere agreed more with femininity statements than those living only in the U.S. ($p \leq .05$).

These data support Hofstede's results. They also suggest that living in more than one culture can affect one's perceptions of what is "right."

Overall, both groups agreed with statements representing individualism, high risk taking, low power distance, masculinity and femininity. Those who had lived outside the U.S. agreed with statements representing collectivism and low risk taking, while those living only in the U.S. disagreed. Both groups disagreed with statements representing high power distance.

Traveled

Only one variable showed significant results. Those who never left the U.S. agreed less with high risk taking statements than those who had traveled outside the U.S. ($p \leq .001$). This makes *a priori* sense. Travelers take risks.

Overall, both groups agreed with statements representing all variables except high power distance, where they both disagreed.

Speak LOTE

Those speaking a LOTE at home agreed with collectivism statements, while those speaking English at home disagreed ($p \leq .001$).

Those speaking a LOTE at home agreed with low risk taking statements, while those speaking English at home disagreed ($p \leq .001$). Those speaking a LOTE at home agreed less with high risk taking statements than those speaking English at home ($p \leq .01$).

Those speaking English at home disagreed more with high power distance statements than those speaking a LOTE at home ($p \leq .001$).

Those speaking a LOTE at home agreed more with both masculinity and femininity statements than those speaking English at home ($p \leq .01$).

Overall, both groups agreed with statements representing individualism, high risk taking, low power distance, masculinity and femininity. Those speaking a LOTE at home agreed with statements representing collectivism and low risk taking, while those speaking only English at home disagreed. Both groups disagreed with statements representing high power distance.

Identify with Another Culture

Those respondents who identified with another culture agreed with collectivism statements, while those who identified with the U.S. disagreed ($p \leq .001$).

Those respondents who identified with another culture agreed with low risk taking statements, while those who identified with the U.S. disagreed ($p \leq .001$).

Those respondents who identified with the U.S. disagreed more with high power distance than did those respondents who identified with another culture
($p \leq .001$).

Those respondents who identified with another culture agreed more with masculinity statements ($p \leq .05$) and femininity statements ($p \leq .001$) than those who identified with the U.S.

Both groups agreed with statements representing individualism, high risk taking, low power distance, masculinity and femininity. Those

identifying with a culture other than that of the U.S. agreed with statements representing collectivism and low risk taking, while those identifying with the U.S. disagreed. Both groups disagreed with statements representing high power distance.

Cross-cultural Course

Those who took a course in cross-cultural relations agreed less with collectivism statements than those who didn't take a course ($p \leq .01$).

Those who took a course in cross-cultural relations agreed less with low risk taking statements ($p \leq .001$) and more with high risk taking statements ($p \leq .05$) than those who didn't take a course.

Those who took a course in cross-cultural relations disagreed more with high power distance statements than those who didn't take a course ($p \leq .01$).

Overall, both groups agreed with statements representing all variables except high power distance, where both groups disagreed.

Correlation Coefficients

The purpose of running the Pearson *r* Correlation Coefficient was to test the experimenters' *a priori* assumption that a person scoring in one direction on one variable of the bipolar scales would score in the other direction on the other variable. The results of the study did not support this hypothesis except for the relationship between low power distance and high power distance ($p = .05$).

Numerous negative correlations and statistically significant negative and postitive correlations emerged between unrelated variables that merit discussion.

For example, individualism and high risk showed a statistically significant positive correlation ($p = .01$), as did collectivism and low risk ($p = .01$). Taking risks may be a more individual characteristic, whereas collectivism and group orientation may suggest caution and taking fewer risks.

Individualism and low power distance were correlated ($p = .01$), as were collectivism and high power distance. Is power and status less desirable in individualistic cultures and more acceptable in collectivistic ones?

Low risk correlated with high power distance, and high risk correlated with low power distance ($p = .01$). Do people who live in more egalatarian societies take more risks, while those in more authoritarian societies take fewer risks?

Masculinity and femininity correlated with all of the other variables ($p = .01$), suggesting that masculine and feminine characteristics can be found with any of the other behaviors.

Individualism, High Risk Taking, Low Power Distance, Masculinity and Femininity

Statements representing these five variables tended to be agreed with by all groups with great regularity, regardless of gender, birthplace, generation in the U.S., where raised, where lived, whether or not one had traveled outside the U.S., whether one spoke a LOTE or English at home, whether one identified with a culture other than the U.S. or that of the U.S., or whether or not one had taken a course emphasizing cross-cultural relations.

High Power Distance

All groups disagreed with statements representing high power distance. This suggests that reducing the psychological, communication and behavioral distances between students and teachers, employees and managers, politicians and their constituencies may be desirable. There seems to be a trend toward reducing power distance in the U.S.

Collectivism and Low Risk Taking

Statements representing collectivism and low risk taking tended to be agreed with by several groups: those living in the U.S. fewer than twenty years, those born outside the U.S., those first generation born in the U.S., those with one parent only born in the U.S. (collectivism only), those raised outside the U.S., those who had lived outside the U.S., those who spoke a LOTE at home, and those who identified with a culture other than that of the U.S. Those who had lived in the U.S. greater than twenty years, born in the U.S., who had both parents or grandparents born in the U.S., who were raised in the U.S., who had lived only in the U.S., who spoke only English at home, and who identified with the U.S. culture disagreed with those statements.

Applications of findings

In a recent article in the *San Jose Mercury News* Marilyn Lewis reported that corporate survival may depend on the traits and characteristics of women, members of minority groups, teachers, and networkers—those who are collaborative, sensitive listeners, nurturers, and builders of relationships: women. The female style, practiced by both men and women, may be better equipped to deal with many of today's corporate problems:

computerized information, downsizing, global competition, instant decision-making.

Lewis quotes Perry M. Smith, a leadership and strategic planning consultant and author of *Taking Charge: Making the Right Choices*, who believes that corporations may be being held back by traditional male ideals: "risk aversion, comfort with hierarchy, following chain of command, communicating with people only in your immediate area." He predicts that it will take twenty years or more for the new leadership style to prevail. New leadership will include listening; sharing information; making personal connections up, down and across the corporation; and insistence on examining all sides of a complicated problem; working on a problem until it is solved.

Ginsburg (1989) idenfies more leadership characteristics of women:

- more emphasis on collaborative decision-making
- less concern with titles and formnal authority, more concern with responsibility and responsiveness
- less concern for empire building, power, domination, and consciousness about one's turf
- a greater concern with process and fairness
- more decentralization
- more democratic, participative, consultative management; less autocratic, domineering, ego-involved management
- more concern with the quality of outcomes
- a greater responsiveness and concern for individual feelings, ideas, opinions, ambitions, and on- and off-the-job satisfactions
- high value placed on loyalty, longevity, and interpersonal skills
- more emphasis on skills as a listener and conversationalist (in Simons *et al., 1993, p. 181).*

Many of these skills seem to be present more in women than in men or in some ethnic/national cultures more than others. The point here is not to fill all management positions with women or people from certain cultures only; rather, to educate and train all managers—women as well as men, U.S.-born as well as foreign-born—to acquire managerial and leadership skills that work.

Students in this study appear to possess the skills necessary for survival in post-university life. It is important that these skills be developed,

recognized, and employed for the maximum benefit to the must numbers of people. Many stereotyopes of cultural behavior may not apply to those who move to another culture. Through acculturation and because the person has decided to leave, sterotypes may be inappropriate.

Questions for Further Research

Of course, all research leads to questions for further study. A number of questions arose as these results were being analyzed.

What differences can be tied directly to specific cultures? Qualitative data were also collected that can subsequently be used to group responses by country.

What is the significance of the various correlations that were calculated? Do some characteristics naturally coexist within individuals? Can we expect someone who is individualistic to be a high risk taker or someone who is collectivistic to be a low risk taker? Are women more likely to reduce power distance because of equity and fairness issues?

What differences between this study and Hofstede's study can be attributed to the fact that the subjects of this study were students in one university and the subjects of his study were managers of various divisions of a single multinational business organization? Is a university a safe haven for answering questions as compared to answering them on the job? Do students have "reality checks"? Do they have a firm grasp on the true consequences of their responses in the outside world?

What affects did making "politically correct" or socially appropriate responses have on this study? How would subjects really behave when confronted with situations related to individualism, risk taking, power distance, and masculinity/femininity?

What additional studies could be done to relate responses of those speaking a LOTE to fear of communicating, communication competency, speaker apprehension, saving face and other conditions impacting their willingness to be more individualistic, take risks, reduce power distance, and engage in relationship building and other organizational skills.

Why do the youth of a culture seem to break the stereotype when they move into a new culture? Is there a natural tendency to rebel against the older generations? Does peer pressure to conform to the new society cause students to want to break away from strict adherence to previously held cultural practices?

Do students enroll in courses emphasizing cross-cultural relations with the intention of improving the intercultural communication skills and empathy toward others? Do they select courses that will help them meet their graduation needs with the least amount of difficulty?

These and other questions keep us constantly aware that studying people and cultural differences is an extremely complex process that needs to be done with an open and clear mind. No study is complete. No study gives all the answers. Every study should be looked at as merely an approach to trying to appreciate that there are differences.

McGrane (1989) summarizes beautifully what all students of cultural differences should conclude:

> A culture which 'discovers' that which is alien to itself also thereby fundamentally reveals that which it is to itself (p. ix). . . . "To see the Other as culturally different is no cause for applause and self-congratulation. To see *difference* as 'only' difference or as 'merely' difference is itself an accomplishment. . . (p. 129).

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VonTill-Stull Attitude Survey

Please mark your response to each of items 1 through 40 according to the following scale:

SA = I strongly agree with this.
A = I agree with this.
N = I have no opinion on this.
D = I disagree with this.
SD = I strongly disagree with this.

	SA	A	N	D	SD
1. It is important that people conform to company norms in order to reach company goals.	❑	❑	❑	❑	❑
2. It is important to me to plan for the future very carefully.	❑	❑	❑	❑	❑
3. The eldest male should be the head of the household.	❑	❑	❑	❑	❑
4. It is very important for me to receive recognition for my work.	❑	❑	❑	❑	❑
5. If an individual thinks of a different way to perform a task, that person should be encouraged to do it that way.	❑	❑	❑	❑	❑
6. I enjoy taking risks.	❑	❑	❑	❑	❑
7. Employees should participate in company decision-making.	❑	❑	❑	❑	❑
8. My job is only one of many parts of my life.	❑	❑	❑	❑	❑
9. I would always cooperate to keep group harmony.	❑	❑	❑	❑	❑
10. Company rules are always to be followed.	❑	❑	❑	❑	❑
11. It is all right for employees to disagree openly with their bosses.	❑	❑	❑	❑	❑
12. I would rather work for a small company than a large one.	❑	❑	❑	❑	❑
13. It is important that people have lots of free time to pursue their own interests.	❑	❑	❑	❑	❑
14. Organizational conflict is healthy.	❑	❑	❑	❑	❑
15. Employees should not talk to their bosses about personal matters.	❑	❑	❑	❑	❑
16. It is more important to me to be paid well than to have a close relationship with my boss.	❑	❑	❑	❑	❑
17. Parents have the right to choose the spouse for their children.	❑	❑	❑	❑	❑
18. A manager must be an expert in the field in which he or she manages.	❑	❑	❑	❑	❑

	SA	A	N	D	SD
19. It is all right for employees to call their bosses by their first names.	❑	❑	❑	❑	❑
20. It is important for me to keep my work life separate from my private life.	❑	❑	❑	❑	❑
21. When children become 21 years of age, they should be encouraged to move away from home.	❑	❑	❑	❑	❑
22. I can achieve anything I set out to achieve.	❑	❑	❑	❑	❑
23. Power and wealth are evil.	❑	❑	❑	❑	❑
24. The most important things to my career are a good salary and a job that I do well and like.	❑	❑	❑	❑	❑
25. It is important that I receive individual recognition at work.	❑	❑	❑	❑	❑
26. Change in my life is important to me.	❑	❑	❑	❑	❑
27. It is important for managers to make all decisions.	❑	❑	❑	❑	❑
28. It is important to shake hands before all business interactions.	❑	❑	❑	❑	❑
29. If I were given a largè sum of money, I would share it equally with members of my family.	❑	❑	❑	❑	❑
30. Managers and bosses should be selected on the basis of seniority.	❑	❑	❑	❑	❑
31. It is important that bosses closely supervise their employees.	❑	❑	❑	❑	❑
32. It is important to finish one interaction before rushing off to another.	❑	❑	❑	❑	❑
33. When I work on group projects, it is important for me to be the leader.	❑	❑	❑	❑	❑
34. It is important to be flexible during negotiations.	❑	❑	❑	❑	❑
35. It is important for me to be able to work independently.	❑	❑	❑	❑	❑
36. People must learn to make their own way in this world.	❑	❑	❑	❑	❑
37. When working on a project, I would rather work as a group member than as an individual.	❑	❑	❑	❑	❑
38. Employees should remain with one employer for life.	❑	❑	❑	❑	❑
39. I like to trust and to cooperate with other people.	❑	❑	❑	❑	❑
40. People will achieve organizational goals without being pushed.	❑	❑	❑	❑	❑

41. I am a
    a. female.
    b. male.

42. I have lived in the United States for
    a. less than one year.
    b. one year or longer, but fewer than three years.
    c. three years or longer, but fewer than ten years.
    d. ten years or longer, but fewer than twenty years.
    e. twenty years or longer.

43. I was born
    a. in the United States of America.
    b. in a country other than the United States of America.
        Name of country _____

44. Select one of the following (Answer only if you were born in the United States.):
    a. I am of the first generation of my family born in the United States.
    b. One of my parents was born in the United States.
    c. Both of my parents were born in the United States.
    d. My grandparents were born in the United States.

45. I was raised
    a. in the United States of America.
    b. in a country or countries other than the United States of America.
        Name(s) of country(ies)_____

46. I have lived
    a. only in the United States of America.
    b. in countries other than the United States of America.
        Name(s) of country(ies)_____

47. I have traveled in other countries.
    a. yes
    b. no
        Name(s) of country(ies)_____

48. I speak another language at home besides American English.
    a. yes
    b. no
        Which language(s)?_____

49. I identify with another culture besides that of the United States.
    a. yes
    b. no
        Which culture(s)?_____

50. I have taken a class that emphasizes cross-cultural relations.
    a. yes
    b. no
        Name of class(es)_____

Table 1
ANOVA for Gender Differences on Scores for Individualism, Uncertainty Avoidance, Power Distance, and Masculinity

Variable	Mean Score[a]	df	F	t
Individualism				
Females	13.2757	533	1.02	1.67
Males	12.9444			
Collectivism				
Females	14.7575	532	1.02	2.29[b]
Males	14.1373			
Low Risk Taker				
Females	14.3067	532	1.12	-.48
Males	14.4231			
High Risk Taker				
Females	11.6512	533	1.21	1.81
Males	11.2650			
High Power Distance				
Females	17.9799	531	1.01	2.08[b]
Males	17.4786			
Low Power Distance				
Females	9.9033	532	1.18	-2.15[b]
Males	10.3162			
Masculinity				
Females	10.7874	532	1.12	-.50
Males	10.8927			
Femininity				
Females	12.4849	531	1.06	1.16
Males	12.2564			

[a] Represents combined means of five items on a scale of 1-5, with 1 = strongly agree and 5 = strongly disagree.

[b] $p \leq .05$

Table 2
ANOVA for Years Lived in United States and Scores on Individualism, Uncertainty Avoidance, Power Distance, and Masculinity

Variable	Mean Score[a]	Mean Squares	df	F Ratio
Individualism				
< 1 yr	13.0000	9.8955	4	1.9156
≥ 1 yr, < 3 yrs	13.5000			
≥ 3 yrs,< 10 yrs	13.4599			
≥ 10 yrs, < 20 yrs	13.2615			
> 20 years	12.8449			
Collectivism				
< 1 year	13.2500	263.6824	4	34.0372[d]
≥ 1 yr, < 3 yrs	12.8889			
≥ 3 yrs, < 10 yrs	13.0803			
≥ 10 yrs, < 20 yrs	13.3538			
> 20 yrs	16.0082			
Low Risk Taker				
< 1 yr	12.7500	169.8490	4	26.0958[d]
≥ 1 yr, < 3 yrs	12.5000			
≥ 3 yrs, < 10 yrs	13.2701			
≥ 10 yrs, < 20 yrs	13.5308			
> 20 years	15.5656			
High Risk Taker				
< 1 yr	13.0000	19.5301	4	3.3749[c]
≥ 1 yr, < 3 yrs	11.6111			
≥ 3 yrs, < 10 yrs	11.8467			
≥ 10 yrs, < 20 yrs	11.7846			
> 20 years	11.0857			
High Power Distance				
< 1 yr	15.7500	137.9532	4	20.5290[d]
≥ 1 yr, < 3 yrs	16.8333			
≥ 3 yrs, < 10 yrs	16.4853			
≥ 10 yrs, < 20 yrs	17.2946			
> 20 years	18.8122			

Table 2
ANOVA for Years Lived in United States and Scores on Individualism, Uncertainty Avoidance, Power Distance, and Masculinity (Continued)

Variable	Mean Score[a]	Mean Squares	df	F Ratio
Low Power Distance				
< 1 yr	10.7500	16.4566	4	3.4905[c]
≥ 1 yr, < 3 yrs	10.8333			
≥ 3 yrs, < 10 yrs	10.5839			
≥ 10 yrs, < 20 yrs	9.9154			
> 20 years	9.8279			
Masculinity				
< 1 yr	10.5000	11.7461	4	2.0601
≥ 1 yr, < 3 yrs	11.1667			
≥ 3 yrs, < 10 yrs	10.6788			
≥ 10 yrs, < 20 yrs	10.4264			
> 20 years	11.1184			
Femininity				
< 1 yr	11.2500	20.7357	4	4.1415[c]
≥ 1 yr, < 3 yrs	13.3333			
≥ 3 yrs, < 10 yrs	12.2279			
≥ 10 yrs, < 20 yrs	11.8605			
> 20 years	12.6898			

[a] Represents combined means of five items on a scale of 1-5, with 1 = strongly agree and 5 = strongly disagree.

[c] $p \leq .01$

[d] $p \leq .001$

Table 2.1
Differences Between Means for Years Lived in United States and Scores on Individualism, Uncertainty Avoidance, Power Distance,and Masculinity: Scheffé

Variable	Mean[a]	≥1yr	≥3yr	≥10yr	>20yr
Collectivism					
<1 yr	13.2500				
≥1 yr, <3 yrs	12.8889				
≥3 yrs, <10 yrs	13.0803				
≥10 yrs, <20 yrs	13.3538				
>20 yrs	16.0082	3.1193[b]	2.9279[b]	2.6544[b]	
Low Risk Taker					
< 1 yr	12.7500				
≥ 1 yr, < 3 yrs	12.5000				
≥ 3 yrs, < 10 yrs	13.2701				
≥ 10 yrs, < 20 yrs	13.5308				
> 20 yrs	15.5656	3.0656[b]	2.2955[b]	2.0398[b]	
High Power Distance					
< 1 yr	15.7500				
≥ 1 yr, < 3 yrs	16.8333				
≥ 3 yrs, < 10 yrs	16.4853				
≥ 10 yrs, < 20 yrs	17.2946				
> 20 yrs	18.8122	1.9789[b]	2.3269[b]	1.5176[b]	
Low Power Distance					
< 1 yr	10.7500				
≥ 1 yr, < 3 yrs	10.8333				
≥ 3 yrs, < 10 yrs	10.5839				.7560[b]
≥ 10 yrs, < 20 yrs	9.9154				
> 20 yrs	9.8279				
Femininity					
< 1 yr	11.2500				
≥ 1 yr, < 3 yrs	13.3333				
≥ 3 yrs, < 10 yrs	12.2279				
≥ 10 yrs, < 20 yrs	11.8605				
> 20 yrs	12.6898			.8283[b]	

[a] Represents combined means of five items on a scale of 1-5, with 1 = strongly agree and 5 = strongly disagree.

[b] $p \leq .05$; Scheffé did not pick up some values indicated in Table 2.

Table 3
ANOVA for Birthplace Inside or Outside the U.S.A. and Scores on Individualism, Uncertainty Avoidance, PowerDistance, and Masculinity

Variable	Mean Score[a]	df	F	t
Individualism				
Born in U.S.A.	12.8755	523	1.07	-2.38[b]
Born elsewhere	13.3493			
Collectivism				
Born in U.S.A.	16.0259	522	1.37	10.72[d]
Born elsewhere	13.3493			
Low Risk Taker				
Born in U.S.A.	15.5345	522	1.31	9.00[d]
Born elsewhere	13.4521			
High Risk Taker				
Born in U.S.A.	11.0644	523	1.14	-3.52[d]
Born elsewhere	11.8082			
High Power Distance				
Born in U.S.A.	18.7983	521	1.48	8.23[d]
Born elsewhere	16.9483			
Low Power Distance				
Born in U.S.A.	9.8233	522	1.16	-2.72[c]
Born elsewhere	10.3390			
Masculinity				
Born in U.S.A.	11.1803	522	1.08	2.80[c]
Born elsewhere	10.5945			
Femininity				
Born in U.S.A.	12.7082	521	1.14	2.69[c]
Born elsewhere	12.1724			

[a] Represents combined means of five items on a scale of 1-5, with 1 = strongly agree and 5 = strongly disagree.

[b] $p \leq .05$

[c] $p \leq .01$

[d] $p \leq .001$

Table 4
ANOVA for Generation Born in United States and Scores on Individualism, Uncertainty Avoidance, Power Distance, and Masculinity

Variable	Mean Score[a]	Mean Squares	df	F Ratio
Individualism				
First generation	12.9828	11.6683	3	2.4018
One parent	13.2857			
Both parents	13.2969			
Grandparents	12.4486			
Collectivism				
First generation	13.7241	137.8006	3	15.7428[d]
One parent	14.3810			
Both parents	16.7460			
Grandparents	16.5794			
Low Risk Taker				
First generation	14.0517	47.4858	3	6.3495[d]
One parent	15.7143			
Both parents	15.8095			
Grandparents	15.8785			
High Risk Taker				
First generation	11.3448	1.8085	3	.3006
One parent	11.3333			
Both parents	10.9688			
Grandparents	11.0841			
High Power Distance				
First generation	17.8276	20.1510	3	3.1947[b]
One parent	18.2381			
Both parents	19.0938			
Grandparents	18.8692			
Low Power Distance				
First generation	9.7931	4.2284	3	.9835
One parent	10.3333			
Both parents	10.0938			
Grandparents	9.6604			

Table 4
ANOVA for Generation Born in United States and Scores on Individualism, Uncertainty Avoidance, Power Distance, and Masculinity (Continued)

Variable	Mean Score[a]	Mean Squares	df	F Ratio
Masculinity				
First generation	10.8621	3.9755	3	.6633
One parent	11.1429			
Both parents	11.4844			
Grandparents	11.1402			
Femininity				
First generation	12.1579	9.5452	3	1.8294
One parent	12.2381			
Both parents	13.0000			
Grandparents	12.8318			

[a] Represents combined means of five items on a scale of 1-5, with 1 = strongly agree and 5 = strongly disagree.

[b] $p \leq .05$

[d] $p \leq .001$

Table 4.1
Differences Between Means for Generation Born in United States and Scores on Individualism, Uncertainty Avoidance, Power Distance, and Masculinity: Scheffé

Variable	Mean	First Gen	One Par.
Collectivism			
First generation	13.7241		
One parent	14.3810		
Both parents	16.7460	3.0219[b]	2.3830[b]
Grandparents	16.5794	2.8553[b]	2.1984[b]
Low Risk Taker			
First generation	14.0517		
One parent	15.7143		
Both parents	15.8095	1.7578[b]	
Grandparents	15.8785	1.8268[b]	

[a] Represents combined means of five items on a scale of 1-5, with 1 = strongly agree and 5 = strongly disagree.

[b] $p \leq .05$; Scheffé did not pick up some values indicated in Table 2.

Table 5
ANOVA for Raised Inside or Outside the U.S.A. and Scores on Individualism,Uncertainty Avoidance, PowerDistance, and Masculinity

Variable	Mean Score[a]	df	F	t
Individualism				
Raised in U.S.A.	12.8962	522	1.00	-2.80[c]
Raised elsewhere	13.4511			
Collectivism				
Raised in U.S.A.	15.7743	521	1.64	11.28[d]
Raised elsewhere	13.0851			
Low Risk Taker				
Raised in U.S.A.	15.2882	521	1.43	8.85[d]
Raised elsewhere	13.3064			
High Risk Taker				
Raised in U.S.A.	11.1073	522	1.08	-4.05[d]
Raised elsewhere	11.9489			
High Power Distance				
Raised in U.S.A.	18.6678	520	1.28	8.94[d]
Raised elsewhere	16.6137			
Low Power Distance				
Raised in U.S.A.	9.8264	521	1.24	-3.19[c]
Raised elsewhere	10.4340			
Masculinity				
Raised in U.S.A.	10.9514	521	1.09	.95
Raised elsewhere	10.7532			
Femininity				
Raised in U.S.A.	12.5744	520	1.08	1.81
Raised elsewhere	12.2146			

[a] Represents combined means of five items on a scale of 1-5, with 1 = strongly agree and 5 = strongly disagree.

[b] $p \leq .05$

[c] $p \leq .01$

[d] $p \leq .001$

Table 6
ANOVA for Lived Inside or Outside the U.S.A. and Scores on Individualism,Uncertainty Avoidance, PowerDistance, and Masculinity

Variable	Mean Score[a]	df	F	t
Individualism				
Lived U.S.A. only	12.8073	520	1.10	-2.63[c]
Lived elsewhere	13.3289			
Collectivism				
Lived U.S.A. only	15.8341	519	1.11	8.50[d]
Lived elsewhere	13.6217			
Low Risk Taker				
Lived U.S.A. only	15.2350	519	1.04	5.99[d]
Lived elsewhere	13.7961			
High Risk Taker				
Lived U.S.A. only	11.2339	520	1.10	-1.78
Lived elsewhere	11.6118			
High Power Distance				
Lived U.S.A. only	18.5945	518	1.49	6.15[d]
Lived elsewhere	17.1749			
Low Power Distance				
Lived U.S.A. only	9.8848	519	1.12	-1.66
Lived elsewhere	10.2007			
Masculinity				
Lived U.S.A. only	10.9174	519	1.06	.47
Lived elsewhere	10.8185			
Femininity				
Lived U.S.A. only	12.6820	518	1.17	2.39[b]
Lived elsewhere	12.2079			

[a] Represents combined means of five items on a scale of 1-5, with 1 = strongly agree and 5 = strongly disagree.

[b] $p \leq .05$

[c] $p \leq .01$

[d] $p \leq .001$

Table 7
ANOVA for Traveled Outside the U.S.A. and Scores on Individualism,Uncertainty Avoidance, PowerDistance, and Masculinity

Variable	Mean Score[a]	df	F	t
Individualism				
Left U.S.A.	13.1005	532	1.13	-.52
Never left U.S.A.	13.2123			
Collectivism				
Left U.S.A.	14.6047	531	1.26	1.37
Never left U.S.A.	14.2123			
Low Risk Taker				
Left U.S.A.	14.4485	531	1.13	1.18
Never left U.S.A.	14.1379			
High Risk Taker				
Left U.S.A.	11.2526	532	1.61	-3.99[d]
Never left U.S.A.	12.0890			
High Power Distance				
Left U.S.A.	17.8575	530	1.02	1.27
Never left U.S.A.	17.5137			
Low Power Distance				
Left U.S.A.	10.0825	531	1.01	.03
Never left U.S.A.	10.0759			
Masculinity				
Left U.S.A.	10.8346	531	1.04	.00
Never left U.S.A.	10.8356			
Femininity				
Left U.S.A.	12.3178	530	1.10	-1.10
Never left U.S.A.	12.5655			

[a] Represents combined means of five items on a scale of 1-5, with 1 = strongly agree and 5 = strongly disagree.

[b] $p \leq .05$

[c] $p \leq .01$

[d] $p \leq .001$

Table 8
ANOVA for Speak a Language Other than English (LOTE) at Home and Scores on Individualism,Uncertainty Avoidance, PowerDistance, and Masculinity

Variable	Mean Score[a]	df	F	t
Individualism				
Speak LOTE	13.2470	531	1.03	1.59
Speak English	12.9254			
Collectivism				
Speak LOTE	13.3825	530	1.07	-12.03[d]
Speak English	16.3650			
Low Risk Taker				
Speak LOTE	13.6867	530	1.04	-7.59[d]
Speak English	15.4900			
High Risk Taker				
Speak LOTE	11.6988	531	1.09	2.76[c]
Speak English	11.1095			
High Power Distance				
Speak LOTE	17.0939	529	1.56	-7.88[d]
Speak English	18.8607			
Low Power Distance				
Speak LOTE	10.1994	530	1.40	1.70
Speak English	9.8806			
Masculinity				
Speak LOTE	10.6133	530	1.06	-2.80[c]
Speak English	11.2139			
Femininity				
Speak LOTE	12.1758	529	1.10	-2.78[c]
Speak English	12.7413			

[a] Represents combined means of five items on a scale of 1-5, with 1 = strongly agree and 5 = strongly disagree.

[b] $p \leq .05$

[c] $p \leq .01$

[d] $p \leq .001$

Table 9
ANOVA for Identifying with Another Culture Besides the United States and Scores on Individualism, Uncertainty Avoidance, PowerDistance, and Masculinity

Variable	Mean Score[a]	df	F	t
Individualism				
Other culture	13.1950	519	1.03	1.15
U.S. culture	12.9444			
Collectivism				
Other culture	13.8663	518	1.00	-7.49[d]
U.S. culture	15.9565			
Low Risk Taker				
Other culture	13.9164	518	1.11	-5.63[d]
U.S. culture	15.3789			
High Risk Taker				
Other culture	11.6100	519	1.17	1.90
U.S. culture	11.1852			
High Power Distance				
Other culture	17.5042	517	1.22	-3.62[d]
U.S. culture	18.4136			
Low Power Distance				
Other culture	10.1198	518	1.47	.84
U.S. culture	9.9565			
Masculinity				
Other culture	10.6536	518	1.12	-2.49[b]
U.S. culture	11.2284			
Femininity				
Other culture	12.1569	517	1.09	-3.40[d]
U.S. culture	12.8704			

[a] Represents combined means of five items on a scale of 1-5, with 1 = strongly agree and 5 = strongly disagree.

[b] $p \leq .05$

[c] $p \leq .01$

[d] $p \leq .001$

Table 10
ANOVA for Having Taken Courses Emphasizing Cross-cultural Relations and Scores on Individualism, Uncertainty Avoidance, PowerDistance, and Masculinity

Variable	Mean Score[a]	df	F	t
Individualism				
Took course	13.0472	529	1.06	-1.18
No course	13.2864			
Collectivism				
Took course	14.8145	528	1.00	2.91[c]
No course	14.0189			
Low Risk Taker				
Took course	14.6877	528	1.14	3.24[d]
No course	13.9061			
High Risk Taker				
Took course	11.2830	529	1.18	-2.38[b]
No course	11.7840			
High Power Distance				
Took course	18.0503	527	1.19	2.94[c]
No course	17.3175			
Low Power Distance				
Took course	10.0631	528	1.05	-.26
No course	10.1127			
Masculinity				
Took course	10.7476	528	1.01	-.90
No course	10.9390			
Femininity				
Took course	12.4479	527	1.02	.84
No course	12.2783			

[a] Rèpresents combined means of five items on a scale of 1-5, with 1 = strongly agree and 5 = strongly disagree.

[b] $p \leq .05$

[c] $p \leq .01$

[d] $p \leq .001$

Table 11
SPSS Correlation Coefficient
Pearson r

Variables	Individual	Collectiv	Low Risk	High Risk	Hi Power	Low Power	Masculine	Feminine
Individual	1.0000	-.0180	.0684	.3178••	.0374	.2015••	.2577••	.2025••
Collectiv	-.0180	1.0000	.4849••	-.0113	.4486••	-.0292	.1582••	.2783••
Low Risk	.0684	.4849••	1.0000	-.0655	.4959••	-.0549	.1806••	.2488••
High Risk	.3178••	-.0013	-.0655	1.0000	-.0823	.2229••	.1190••	.1405••
Hi Power	.0374	.4486••	.4959••	-.0823	1.0000	-.1065•	.1846••	.2277••
Low Power	.2015••	-.0292	-.0549	.2229••	-.1065•	1.0000	.1583••	.1513••
Masculine	.2577••	.1582••	.1806••	.1190••	.1846••	.1583••	1.0000	.2097••
Feminine	.2025••	.2783••	.2488••	.1405••	.2277••	.1513••	.2097••	1.0000

• p = .05
•• p = .01